

SAN DIEGO MESA COLLEGE
Strategic Plan for Faculty Hiring Priorities (Revised for 2008-09)

Summary of Principles

PRINCIPLE 1: The Mesa College Strategic Plan for Faculty Hiring Priorities supports the California Community College Commitment to Diversity, adopted by the Board of Governors in March 1999. This commitment to diversity serves as a foundation upon which the system's action plan for the future is built and provides an affirmation of historic commitment to diversity at all levels of the community college experience. Mesa College is committed to preserving and enhancing the diversity of students, faculty, and staff as a necessary component in serving San Diego's diverse population and maintaining the excellence of the college.

RECOMMENDATIONS:

- 1) Departments requesting new faculty positions should describe what steps they will take in recruitment in order to assure a diverse pool of qualified applicants from which to select. Be specific. Application must include steps above and beyond those provided by Human Resources.
- 2) The Faculty Hiring Priorities Committee will consider the information provided by requesting departments about how they will recruit a diverse applicant pool.

PRINCIPLE 2: The College's faculty hiring plans must reflect Mesa's commitment to student success. Hiring offers the best opportunity to improve the education our students receive. Faculty who come to Mesa College should be accomplished in their discipline. They should also be willing to serve the campus and the community. But, first and foremost, they should be effective faculty members committed to using best practices, including innovative educational methods and/or instructional technology, in their classroom and/or assignment to enhance student success.

RECOMMENDATIONS:

- 1) Departments requesting new tenure-track faculty hires should indicate that they will seek faculty who are capable, willing, and eager to educate and work with Mesa College students and knowledgeable about best teaching practices, including innovative educational methods and/or instructional technology. Be specific and be sure to address each of the points requested.
- 2) The Faculty Hiring Priorities Committee in making its recommendations will consider the extent to which the request contributes to student success at Mesa College.

PRINCIPLE 3: Recognizing that introductory and general education courses are critical gatekeepers for student success, the plan should ensure that these introductory and/or general education programs are well staffed by qualified, student-centered, mainly regular and tenure track faculty.

RECOMMENDATIONS:

- 1) Departments and schools requesting new tenure-track hires should explain, where appropriate, how such hiring will help to ensure the highest instructional quality and promote student success in introductory courses and/or in general education. If the program does not offer general education courses, then address this principle with respect to the program's entry-level introductory courses. If the program offers general education courses, be sure to address the applicability of these to transfer.
- 2) The Faculty Hiring Priorities Committee will, in making recommendations about new tenure-track hiring, take into account the College's need for regular tenure-track faculty who help the College meet its obligations in the area of introductory courses, especially in writing, mathematical and critical thinking skills, and in the general education curricula.

PRINCIPLE 4: New faculty hiring must take into consideration the College's enrollment growth objectives. The College must continue to offer a wide variety of programs in accord with the Curriculum Balance plan while taking into account enrollment patterns, trends, and projections.

RECOMMENDATIONS:

- 1) Departments and schools requesting new tenure-track hires should explain, where appropriate, how such hiring will help to maintain the College's broad array of programs. Requests should include relevant enrollment figures and meaningful enrollment trends and projections. Data used to respond to this section should be taken from the program's student equity data (available for fall semesters 2004, 2005 and 2006) available at the district research website. Call the Office of Instruction for a printed copy of the data for your program.
- 2) The Faculty Hiring Priorities Committee will give the closest attention to opportunities for sustained and new student enrollment for the College as a whole. The Faculty Hiring Priorities Committee will, in making recommendations for tenure-track hiring, take into account the College's balance of developmental, certificate and degree, transfer, and occupational offerings to current and future students. The Faculty Hiring Priorities Committee will also examine enrollment patterns, trends, and projections relevant to new tenure-track position requests.

PRINCIPLE 5: College-wide plans for faculty hiring must be formulated in accordance with the College's Goals and Objectives for 2006-07 and/or 2007-08.

RECOMMENDATIONS:

- 1) Departments and schools requesting tenure-track positions should show how the requested position and/or the program to which it is attached can help the College meet its mission, goals and objectives.
- 2) The Faculty Hiring Priorities Committee will give serious consideration to requests that show significant promise of helping the College meet its goals and objectives.

PRINCIPLE 6: The Program Review for the department/discipline should play a significant role in determining tenure-track faculty allocations.

RECOMMENDATIONS:

- 1) Departments and schools requesting tenure-track positions should explain, where appropriate, how the requested position is necessary for the unit to meet its goals and carry out its plans as described in its most recent Program Review. Document this section by including direct quotations from your program review.
- 2) The Faculty Hiring Priorities Committee will give serious consideration to requests for tenure-track hiring from programs whose last program review, substantiated a serious need for new tenure-track hires.

PRINCIPLE 7: Faculty hiring plans must take into consideration the College's fiscal environment.

RECOMMENDATIONS:

- 1) Departments, programs and schools should consider combining resources and are encouraged, where appropriate and consistent with other criteria, to identify potential inter-discipline units for faculty hiring purposes.
- 2) The Faculty Hiring Priorities Committee will give priority to those hiring requests that present the best opportunities to make the most effective use of resources, and support the principles of this guide. The Faculty Hiring Priorities Committee will give favorable attention to requests that offer to combine resources. Data on department FTEF and FTES will be provided for this section.

PRINCIPLE 8: The College relies on both regular (tenure-track) faculty and adjuncts. Recognizing that there are many non-classroom duties that must be performed to ensure program currency, to remain a quality institution Mesa must rely principally on regular faculty.

RECOMMENDATIONS:

- 1) Departments seeking to replace adjunct faculty with tenure-track hires should show how such hires will improve the quality of the department and advance the department's and the College's goals. These requests should explain how the new teaching arrangements would reduce the need for adjuncts. Include data to document your request.
- 2) The Faculty Hiring Priorities Committee will make every reasonable effort to replace and, when possible, exceed the number of regular faculty who are separating from the College. The Faculty Hiring Priorities Committee will give serious and careful consideration to requests for tenure-track positions that make a strong case for replacing adjuncts, especially from departments in which there is heavy reliance on the use of adjuncts.

PRINCIPLE 9: In rebuilding the faculty it is important to emphasize that we cannot simply replicate the faculty that is retiring. Schools and departments must continuously rethink their own mix of specialties and talents, and consider the expertise necessary for

programs to meet current and future specific instructional niches within the region that the college serves.

RECOMMENDATIONS:

- 1) When requesting new tenure-track hires, departments and schools should consider new programmatic possibilities that will harness existing strengths and/or identify new directions. Both internal and external information and data, including that from Program Review, should be used to support requests. Cooperation among departments and schools is encouraged.
- 2) The Faculty Hiring Priorities Committee will give serious consideration to proposals for new faculty hiring involving new programmatic possibilities that offer high promise to attract new students and to serve regional needs, both economic workforce development and transfer.

PRINCIPLE 10: Hiring decisions must, in part, be based on the capacity of the program to orient, mentor, and evaluate new faculty.

RECOMMENDATIONS:

- 1) Departments and schools requesting new tenure-track positions should explain the role to be played by the prospective faculty member and offer assurances that the new faculty member will receive appropriate and adequate mentoring and guidance.
- 2) In evaluating departmental requests for new faculty hires, the Faculty Hiring Priorities Committee will take into account the department's ability to absorb and use new faculty.